

GREATNESS ALL TO COME.

Senator Guggenheim of Colorado Extols the American and His Powers.

WASHINGTON, March 6.—Senator Simon Guggenheim of Colorado says the greatness of this country is immeasurable because what has been done up to now is only the beginning of things. He says: "It is impossible to even imagine the potentialities in the development of the future of this country. Its material resources in the first place have scarcely been touched. Only the most apparent things have been utilized; the wealth of material is so great everywhere that when further development at any one point has become difficult, instead of the difficulties, slight as they may have been, being met and subdued, new fields have been sought. No part of the country practically has been developed to anything near its full extent, and years of the most careful and painstaking effort will be necessary before the resources are even known, much less exhausted.

"These are the conditions nature shows, but the greatest strength of America is in the dominant traits of the American character—resourcefulness and adaptability to varying conditions. While the American may be bested at the beginning of a controversy, where preparation and care at first prevail, he can never in the end be beaten. As the controversy goes on he will conquer old conditions and as new ones arise he will overcome them. These gifts are the life of America and impress themselves on all American inhabitants. Emigrants to this country in their youth are usually as distinctly American at the time of their maturity as those who are born here, and the succeeding generation is invariably so.

"All Americans are akin whatever their previous nationality or surroundings may have been. The power of assimilation is possessed by America alone of all the countries of the world, and the successful career of a people so animated and so homogeneous is beyond conception. There is danger of course of overconfidence because of the conviction of being equal to every emergency and an overconfidence that may at times cause temporary defeat, but it is a confidence that will always justify itself in the long run.

"It is the province of legislation according to my idea to correct the evils that present themselves rather than to attempt to make conditions for the future, it is impossible to foresee lines of development which will result in prosperity as it is to make the world good by legislation. A multitude of counselors are as unable to forecast the future as any one of them can do alone.

"It is the wisdom of our Government as far as possible to let things alone, keeping in mind two considerations, the ending and elimination of evils as they arise and the prevention of any legislation that tends to stifle individual enterprise or curb the pioneer spirit by which America has been and must be developed.

"So far as Colorado particularly is concerned her development has been but barely begun. In spite of the great extent of her mining industry there are areas as full of mineral as those already discovered which only await the pick of the determined and careful prospector. The greatest wealth of Colorado is her agricultural resources, which are being increased as irrigation progresses. The irrigation works under construction by the Government are of immense value to the country not only for the immediate

benefit they cause but for the instruction in the most improved systems of irrigation they afford.

They are the result of scientific theories and experiments beyond the reach of any individual, but there is also immense opportunity in Colorado for private irrigation enterprises of less extent, ranging down to the reservoir and its system for the irrigation of one farm. There are valleys in Colorado equal to the well known valleys of the Grand, the Gunnison and the Arkansas rivers in productive value for the growing of fruit. In the southern and southwestern parts of the State are areas hitherto practically untouched that are only waiting for the work of practical farmers and fruit growers to equal if not surpass those already under cultivation.

"There are thousands of acres in the northern and northeastern parts of the State fully as susceptible to the growing of crops as those that now enjoy it. Agriculture in Colorado in every branch has shown wonderful returns, and in the diversified lands of the State, from the prairies to the mountain valleys, there is practically no crop that cannot be grown somewhere with success. And this is in addition to the tracts suitable with practically no cultivation for the grazing of cattle and sheep.

"Business conditions in all branches of agriculture are good and there is great prosperity. The mining of precious metals and coal, of which Colorado has fields practically unlimited in extent, will increase with the general revival of business in the rest of the country, though it is far from being at a standstill now. This revival is certain, and the volume of business will be greater than it ever has been before when the uncertainty as to the tariff is settled.

"When conditions are established and the tariff bill, whatever it may be, is passed I regard a tremendous increase of business throughout the country as certain, and in uttering this conviction take fully into consideration the fact that in some localities a reduction in the tariff on some commodities will cause a decline, but only a decline, I am sure, of temporary duration. It is the uncertainty alone which retards the fulfillment of a great industrial revival."

ELECTRICAL EXPERIMENTS.

These Are Conducted by Contractors Who Do Some Daring Work.

An important feature in modern construction is that part dealing with the application of electricity. Electrical contractors and constructors have made much progress in this specialty. The electrical equipment of such railroads as the Pennsylvania, the New York Central, or the Interborough is a good example of buildings like the Metropolitan, Singer, City Investing or Hudson Terminal in New York.

Electrical application has solved the disagreeable smoke feature of tunnels, as is shown in the subway tube to Brooklyn or the Hudson and Manhattan Railroad Company's passageway under the river to New Jersey. Wireless outfits complete the electrical equipment of many large hotels and private concerns. One of the newest banks in New York uses electrical power to work its adding machines.

The manner of electrical contracting and installation varies. In most cases it resolves itself into specialization, with the architect, consulting engineer or

general contractor as supervising expert finally to put on the work. If it happens to be a department store plant perhaps one contractor may get the job of installing the outfit to furnish current for the blower which will operate the cash register system or the pneumatic tubes. Another may get the task of providing lighting power and equipment.

Possibly the same man might get the contract to furnish batteries for the electric bells and house signals. In this category probably would be the burglar alarm system or the fire warnings. Then there is an electrically driven elevator, which may or may not be installed by the makers. A very important feature is the wiring, one which the Board of Fire Underwriters takes an interest to see that it conforms with the stipulations of the latest code.

Electrical contractors in New York have been pioneers in many instances not only in magnitude of their particular undertakings but in the general trying out of appliances which have not before had a thorough test. It has largely been a creative trade built upon the foundation of experience.

"There has been no precedent in some of the largest enterprises because nothing on so great a scale had been attempted. The profession each day is meeting with some new phase of work which can only be met with good judgment and proves largely experimental. This progress has been marked by success.

MOTOR DRIVEN TOOLS.

Electricity Superseding the Group Method of Steam.

Few persons outside of manufacturing employment realize to what extent electricity is now employed in the operation of machinery. Within the last decade it has been applied to machine tools, and the use in big manufacturing plants of the country of tools equipped with motors is growing so steadily as to warrant the assumption that it will at no distant day entirely supersede steam with its group method of driving machines.

Machine tools such as lathes, planers, shapers, gear cutters, milling machines, drills, router mills and many others are now driven by attached motors, and the demand for this class has grown so in the last two or three years that it now constitutes 10 per cent. of the business in machine tools done by one of the largest houses in the country.

The first application of electric motors to machine tools was made a little more than three years ago, although the idea was suggested by the late John Good, cordage manufacturer, as far back as 1893. In that year Mr. Good took out a patent for a cordage spinning machine driven by an attached electric motor. He said at the time that the application of the motor would make the machine spin more cord in a given time and otherwise save in the cost of production.

However, his company went into the hands of a receiver before he had an opportunity to put his invention in operation, and he was unable afterward to demonstrate its value.

Economy in production is undoubtedly at the bottom of the application. The introduction of motor driven machine tools has brought manufacturers to recognize that steam driven line shafting is comparatively expensive. First cost, maintenance, inflexibility, cost of attendants, multiplicity of belts, space occupied,

detrimant to good lighting, and above all the decreased rate of production with resultant increase in the cost of manufacture, are objections which are relegating this form of drive and supplanting it with the electric drive.

The increasing demand for motor driven machine tools is therefore a healthy symptom of change in manufacturing methods. The individually driven machine is taking the place of the antiquated group system of driving machinery.

USE OF INCANDESCENT LAMPS.

More of Them Being Set Out of Doors Than Formerly.

The incandescent lamp was used at its introduction exclusively for indoor lighting, but as the arc lamp was first employed exclusively for outdoor lighting and with the march of improvement has been subsequently adapted to indoor lighting, so the incandescent lamp has now, with the tungsten attachment, been adapted to outdoor lighting.

Experiment has demonstrated that the incandescent lamp with the tungsten attachment is especially adapted to the illumination of avenues and residential grounds. The city of New York is at present installing a great many of these lights, especially on upper Broadway and Riverside Drive.

The tungsten lamp gives a very soft light with a wide range of candle-power. It originated in Germany and its general use in this country is comparatively recent.

THE PATENT LAWYER.

His Work a Feature of a New Development in This Country.

As the Patent Department of the United States has become one of the most important under the Government, due to the enormous number of inventions, their intricacy and the means and skill to evade former patents, it has given birth to one great department of the legal profession—that of the patent lawyer. Under the American patent system, a first established there was no examination made by the Government to determine whether an invention was new, and the officers simply inspected the models and determined whether there was enough merit to warrant a patent.

But now the patent instrument is becoming more and more difficult to obtain and the inventor would be practically helpless were it not for the assistance of his patent lawyer, who not only by his skill in this department draws up his patent instruments but afterward, in case of a future attack upon his patents, protects him in the Supreme Court of the United States.

SAFETY RAZOR HERE TO STAY

Comforts and Savings in Its Use Have Made It Popular.

Thousands of people are now using safety razors who could not be induced to do so a short time ago. When a man shaves himself he uses his own razor, brush, soap, towels, &c., guarantees against skin diseases. As a time saver the safety razor deserves a place in the halls of fame.

As a money saver the facts are: It will cost a man about \$15 a year if he shaves twice a week in a barber shop. The loss of time must be figured in the equivalent of money. The one proposition to put before the men of this and other countries is that the cheap safety razor is within the

reach of every man and will give the same results as to practical use as the higher priced ones. This is not an appeal to the public to use cheap articles solely, but when the article under consideration will give the same service as the higher priced one then the article with the low price but high merit should be selected.

USES OF CARBONS

In Incandescent Lamps as Well as Arc Lights and Circuit Breakers.

Carbons are employed in the use of electricity for arc and incandescent lamps and for automatic circuit breakers on switchboards. For incandescent lamps they are mere filaments of charred bamboo or other woody fibres, but are more substantial for the arc light and circuit breakers.

For the incandescent light they are made shortly to be superseded by the tungsten filament.

POWER PLANS IN COLORADO.

This Work a Feature of the Year's Development in the State.

DENVER, Col., March 6.—Colorado has entered upon the new year with the highest of prospects. Her mountains are full of snow, which insures more water for irrigation than can be stored by all the reservoirs in the State, so that in all irrigation districts there will be bumper crops.

Great power projects are under way for three big companies employing large forces on the eastern slope of the Rockies. Before the working season ends they will have completed enterprises which will supply all the cities and towns of eastern Colorado with light and with power not only for city and interurban lines of railways but for manufacturing enterprises as well. Former Gov. Herrick of Ohio is at the head of the largest of these projects, which is well backed financially.

The Government reclamation service is making good progress on one of its greatest projects, a long tunnel which will furnish water for an immense tract in western Colorado, but it will not be completed this year.

The Government will help in the construction of a great high line canal in Mesa county, on the western slope, and has granted the use of waters of the Rio Grande River to settlers in southern Colorado, who will dig ditches and put hundreds of thousands of acres under cultivation.

The mines of the State will be worked harder than ever this year. The cheapening of processes for reduction of ore promises to cause the handling of millions of tons of low grade mineral now on the dumps of old mines and the opening of new ones in districts where values have been too low to make production profitable.

The miners of the State also expect much from the organization of the International Smelting Company, which insures competition and further reduction in treatment charges. Hundreds of mining companies which found it impossible to pay dividends and which closed their mines recently began offering liberal terms to leaseholders, and these mines will be worked anew with vigor, to the profit of both leaseholders and owners.

The sugar factories of the State will not be increased in number this year, owing to the uncertainty as to tariff revision, but the companies owning them have already signed contracts with the beet growers for the coming season and

this industry will again add millions to the circulating medium in Colorado.

Four broad gauge railways will be laying rails all this year in Colorado. These are the Union Pacific, which has begun building an extensive system of feeders in northern Colorado; the Burlington, which will connect the Colorado and Southern with its own lines in Wyoming and probably build several branches in Colorado; the Moffat road, which is now running trains to Steamboat Springs, 214 miles west of Denver, and will continue building toward Salt Lake, and the Denver, Laramie and Northwestern, which has built fourteen miles of road north of here and is headed for the north Pacific coast. Several long interurban electric lines will be started in both northern and southern Colorado this year.

The live stock industry of the State, one of its largest resources, is in fine condition. With a severe winter and heavy snow the losses have been unusually light and stock looks well, while prices are high.

With banks full of money, every industry thriving, many great industrial enterprises ready to employ large forces as soon as spring opens and a general feeling of confidence among her people Colorado feels assured of breaking many records in productiveness this year.

Much Soda-Ash Imported.

In spite of the extensive alkali industry in this country, soda-ash is imported from England chiefly, to a considerable extent.

Year.	Quantity in pounds.	Value.
1904.....	10,568,340	\$188,750
1905.....	17,002,500	\$268,279
1906.....	9,527,238	\$23,951
1907.....	7,745,240	73,008
1908.....	2,959,207	41,008

Salt cake or sodium sulphate obtained as a by-product in the Le Blanc process for soda is used to a large extent by glass manufacturers, also in ultramarine in dyeing and coloring. When crystallized from water it forms Glauber's salts, which are important in medicine. Salt cake and Glauber's salts are not imported to a very great extent, since a good deal also is produced as a by-product by the nitric acid manufacturer. During year ended June 30, 1908, 207.74 tons of salt cake valued at \$2,189 were imported, while 192.31 tons of Glauber's salts, valued at \$4,162 came to this country.

The older method employed in the production of caustic soda consists in treating the soda ash or "tank liquors" in the production of soda, with milk of lime. By this treatment the soda ash is converted into caustic soda, which then is separated and purified; it is finally fused and run into sheet iron drums in which condition it comes on the market. Of late a large amount of caustic soda is put on the market made by the electrolysis of brine. This method seems to be gaining importance every year, the product obtained being of a very good quality as a rule. Last year the import of this article amounted to 1,131,750 pounds, valued at \$31,716. The soap manufacturers are probably the most important consumers of caustic soda.

The Potash Industry.

Previous to the invention of the Le Blanc soda process potash formed the most important alkali, but with the development of the soda industry the demand was greatly diminished, since soda can be used in most cases as well and is

much lower in price. Wood ashes, potash salts mined at Stassfurt, Germany, and best sugar molasses and residues constitute the chief sources for this product. Potash constitutes about ten per cent. of wood ashes, from which it is obtained by lixiviation. Potash from Stassfurt is now chiefly made in Russia, Sweden and America.

During the last year more than 35,62,733 pounds, valued at \$34,943,210, were imported. Potash is used in the manufacture of soft soap, making potassium salts, such as potassium chromate; in making caustic potash, and in the form of pearl ash in the making of glass. The amount of caustic potash imported last year amounted to 5,947,183 pounds, valued at \$242,881. Germany was the largest contributor. Some of the important consumers of this product are the soap, paper and textile industries. Sodium nitrate or Chile saltpetre is found in the natural state on the western coast of South America, the main beds being in Chile and Peru. The crude nitrate, called "caliche," containing from twenty to fifty-five per cent. of saltpetre, is purified by lixiviation with water. The final product, packed and shipped as crude Chile saltpetre, contains from ninety-four to ninety-eight per cent. of sodium nitrate. The largest consumers of this substance are the manufacturers of explosives, nitric acid and fertilizers. Of late considerable attention has been given to the production of nitrate by artificial means from the constituents of the atmosphere and has met with success in countries like Norway, where cheap water power can be had.

The United States depends for its supply of this material on the imports from Chile and Peru. The import for the last five years is:

Year.	Quantity in tons.	Value.
1904.....	208,574	\$6,250,008
1905.....	232,329	9,008,306
1906.....	278,096	13,117,887
1907.....	345,973	14,041,393
1908.....	350,000	12,564,011

Potassium nitrate is generally made from Chile saltpetre or sodium nitrate by treating the latter chemically with chloride of potash. The chief uses of this product are found in the making of gunpowder and explosives, matches, pyrotechnics, and in the curing of meats. Importations for the last year amounted to 19,780,857 pounds, valued at \$517,334.

Sulphur.

Most of the sulphur used in the industries is derived from the native mineral, which is found in large amounts in Sicily, also Japan, Italy, Greece, and in this country in Nevada, California and Louisiana. The latter deposits are now worked sufficiently for our domestic consumption and some for export. Sicily, due to its location and cheap labor, will very likely continue to be the leading producer. Sulphur comes on the market chiefly in the form of brimstone. A small amount of sulphur known as "recovered sulphur" is also obtained from the sulphid wastes in the Le Blanc process for soda. The decrease in importation of sulphur into the United States for the last five years can be seen from the accompanying table.

Year.	Quantity in tons.	Value.
1904.....	199,172	\$3,321,623
1905.....	91,404	1,988,197
1906.....	88,808	1,967,629
1907.....	55,528	686,332
1908.....	33,319	400,949

# U. S. Rubber Corporation.

## A Progressive, Rational Corporation.

Notable Success of Present Management in Enlarging Business, Increasing Net Quick Assets While Improving Quality of Output and Reducing Selling Prices—Number of Preferred Shareholders Has Increased.

The early years of this the twentieth century are more and more becoming known as the age of the maturing of immense enterprises. The later years of the century just passed saw the inception of these, and now after a period marked by great labors and grave experiences by men of ability who have been engrossed in a study of conditions from every point of view these enormous enterprises are almost perfect in their organization. They have reached the stage where excellent returns are accruing to those who have years of hard brain work in guiding these organizations and good dividends to those who have invested in their stocks.

No better exemplification of the thorough organization of an enormous business on lines most profitable to its investors may be seen than in the corporation of the United States Rubber Company. Organized only in 1902, when it was found desirable to make consolidation of many of the principal businesses in the rubber boot and shoe industry with a view to securing many advantages which might be expected to accrue from a cooperation in methods of manufacture and the sale of goods, it had reached a point at the end of the fiscal year, March 31, 1908, where the value of its real estate and plants of subsidiary companies was upward of \$21,000,000, and its net quick assets over \$10,000,000, showing actual value of the same in excess of its First Preferred Stock, which on the same date was \$10,000,000. Based on the returns for the part of the fiscal year which has passed, the net income for the present year will amount to over \$5,000,000.

The great variety of uses for rubber goods—and it is daily increasing—is making it one of the most valuable of the earth's products, and with a field for operations so vast and so varied there is a demand created for the out-

put of the plants of the United States Rubber Company which is keeping them working to their greatest capacity. The rubber industry is associated in the mind of the average reader with footwear used in wet weather, with tubings required for various purposes, with certain articles of stationery and the like. But when it is known that rubber is a necessary article, in the shape of belting and packing, in every manufactory that druggists' sundries are necessary in every household, that the air brake, telephone and telegraph demand great amounts of manufactured rubber goods, and that the greatest use of all, for bicycle, vehicle and automobile tires, is still in its infancy, the value of United States Rubber Company stock may be appreciated. Last year the business in automobile tires in the United States alone amounted to more than \$30,000,000, and it has only started.

The United States Rubber Company has just issued its collateral trust indenture to secure \$20,000,000 Ten-Year Six Per Cent. Collateral Trust Sinking Fund Gold Bonds, maturing December 1, 1918, the interest payable June and December 1. Of this amount, \$5,000,000 are reserved for future issue by the United States Rubber Company. The remaining \$15,000,000 have been sold, the proceeds to be applied to the repayment of \$8,000,000 United States Rubber Company Five Per Cent. Collateral Funding Gold Notes (called for payment on March 15, 1909), and of \$4,500,000 Boston Rubber Shoe Company Five Per Cent. Debentures (also called for payment March 15, 1909). The remainder of the proceeds go to increase the working capital of the United States Rubber Company and its subsidiary companies. The greater part of these bonds were sold by the bankers who subscribed for them or withdrawn for investment. The balance are now fast being taken at 101½ and accrued interest, at which price the bonds yield 5.90 per cent. per

annum on the investment, or correspondingly more if called for payment at 105 and interest.

These bonds are secured by deposit with the trustee, the Central Trust Company of New York, of shares of certain subsidiary companies having a par value of \$44,428,300, the combined book surplus of these companies aggregating a further sum of \$13,602,163.94; also by pledge of all mortgages or liens against the property of all such companies, by pledge of all obligations of such companies owned by the United States Rubber Company, by pledge of all obligations of any of the subsidiary companies of whose capital stock the greater part shall be pledged under the trust indenture, so far as such obligations are owned by the United States Rubber Company, and by pledge of all additional shares of stock of any of said subsidiary companies that may hereafter be acquired by the United States Rubber Company. The value of the equity of the United States Rubber Company based on the market value of its shares is over \$60,000,000. The United States Rubber Company covenants further that its quick assets and those of its subsidiary companies determined under the trust indenture shall at all times exceed the aggregate indebtedness of the said companies other than the new Ten-Year Six Per Cent. Collateral Trust bonds, by an amount equal to 130 per cent. of the face of such bonds at the time outstanding.

The United States Rubber Company owns the stocks of various subsidiary companies and also owns two-thirds of the capital stock of the General Rubber Company, the other one-third being owned by the Rubber Goods Manufacturing Company, of which latter company substantially all of the common stock and over three-fourths of the preferred stock is owned by the United States Rubber Company. The quick assets of the company and its subsidiary companies, including its proportion of the quick assets of the Rubber Goods Manufacturing Company with its subsidiary companies, after deducting all liabilities of every kind, except the new Ten-Year Six Per Cent. Collateral Trust Sinking Fund Bonds, exceed \$26,000,000.

The surplus net earnings of the United States Rubber Company and of subsidiary companies applicable for dividends for the fiscal year ending March 31, 1908, were \$3,881,270.23; for the year ending March 31, 1907, they were \$4,500,390.72, and for the year ending March 31, 1906, they were \$3,553,556.14. These figures include only such part of the earnings of the Rubber Goods Manufacturing Company as has been paid out in dividends. If the undistributed annual surplus earnings of that company be taken into consideration the above net earnings would be increased by from \$500,000 to \$600,000 per annum. The net earnings for the present fiscal year, which ends in less than a month, March 31, 1909, are estimated to be over \$5,000,000; the interest on the new Ten-Year Six Per Cent. Collateral Trust Sink-

ing Fund Gold Bonds amounts to but \$900,000 per annum; so that the condition of the United States Rubber Company can be seen by the fact that the net earnings for this year amount to over five times the annual interest on the bonds.

The net earnings for the year ending March 31, 1908, seem to have shown a decrease from the previous year—\$3,553,556.14, as against \$4,500,390.72. But it will be remembered that that fiscal year covered six months of the financial depression period which began about October 1, 1907. The previous year had been the largest in its history. The first six months of the depression year compared most favorably with the great business of the preceding year. In fact the business for those six months—April to September, 1907—was largely in excess of the corresponding period of the previous year. The fact that this year's net earnings are so far in advance of the largest previous year demonstrates, by the quick recovery, the soundness and stability of the United States Rubber Company and the value of an investment in its stock.

During the past eight years the price of crude rubber has advanced over 40 per cent., and at some times the price has shown a greater advance than this, but during the same period the selling prices of the company to the trade have either increased very slightly, or in the case of most of the standard lines they have actually been reduced, while at the same time it is a well-known and universally admitted fact that the quality of the goods turned out by the company has greatly improved during the same period. In this connection the following figures are very interesting, giving a comparison of the company's net prices to jobbers in January, 1901, as compared with prices in November, 1908, on the leading lines of goods manufactured by the company in connection with the comparative prices of crude rubber on those dates.

NET PRICE TO JOBBERS.	Jan., 1901.	Nov., 1908.
Men's short duck boot.....	\$1.12	\$2.00
Men's heavy rubber boot.....	1.72	2.50
Men's heavy rubber shoe.....	1.14	1.50
Men's self-cleaning.....	.58	.80
Men's storm slipper.....	.52	.60

A comparison of the condition of the United States Rubber Company at the end of the last fiscal year with that of five years previous gives a good idea of the development of the organization. At the close of the year ending March 31, 1903, the total assets of the company, including property and plants, inventories, cash, bills receivable, amounts receivable, securities owned and miscellaneous assets, were \$75,717,871.74. At the close of the last fiscal year they had increased to the enormous figure of \$109,267,026.64. At the close of the former year the capital stock, preferred, was \$23,525,500 and the common \$23,669,000. At the close of the latter year the capital stock, first preferred, was \$36,-

263,000; second preferred, \$9,965,000, and common, \$25,000,000.

The net sales of the company for the last fiscal year, the year which included six months of the period of financial depression, were \$41,890,425.96, the cost of goods sold, \$35,462,394.29, leaving manufacturing profits amounting to \$6,368,031.67. Deducting the freight, taxes, insurance, general and selling expenses of \$1,913,127.41, and adding the Rubber Goods Manufacturing Company dividends of \$890,733 and other income of \$178,037.84 gives the total income of the United States Rubber Company of \$5,533,675.10. The net sales for the year ending March 31, 1903, were \$28,276,639.58 and the cost of goods sold was \$24,308,829.70, leaving manufacturers' profits of \$3,967,809.88. Deducting freight, taxes, insurance, general and selling expenses of \$1,436,119.64 and adding the other income of \$242,16.57 shows a total income of \$2,774,397.81. Thus, in a period of only five years, the income of the United States Rubber Company lacks only a few thousand dollars of having doubled itself.

Something may well be said regarding how the United States Rubber Company came into being and developed into such an immense and prosperous institution in the short period of only seventeen years. The manufacture of rubber goods on an extensive scale and as an important industry dates from the discovery of the vulcanization process by Charles Goodyear about 1840. Soon after his invention was patented many rubber boot and shoe companies were started in the United States, notable among them being the Boston Rubber Shoe Company, in Boston; the New Brunswick Rubber Company and the New Jersey Rubber Shoe Company, in New Brunswick, New Jersey; the Meyer Rubber Company, at Millville, New Jersey, and, later, the Goodyear's India Rubber Glove Manufacturing Company and the Goodyear's Metallic Rubber Shoe Company, at Naugatuck, Connecticut; L. Candee & Company, at New Haven, Conn., and the old National Rubber Company, at Bristol, R. I. These concerns all developed and prospered, especially during the civil war, until, in 1902, it was seen that great advantages would be secured by cooperation.

The United States Rubber Company was organized and secured substantial interests in most of the leading companies manufacturing rubber footwear. These companies included the following: American Rubber Company, Cambridge, Mass.; Boston Rubber Company, Chelsea, Mass.; National India Rubber Company, Bristol, R. I.; Para Rubber Shoe Company, South Framingham, Mass.; L. Candee and Company, New Haven, Conn.; Goodyear's Metallic Rubber Shoe Company, Naugatuck, Conn.; Colchester Rubber Company, Colchester, Conn.; New Jersey Rubber Shoe Company, New Brunswick, N. J.; Meyer Rubber Company, New Brunswick, N. J.; New Brunswick Rub-

ber Company, New Brunswick, N. J., and the Locomotive Rubber Company, Williamsport, Pa.

The United States Rubber Company subsequently acquired the greater part of the stock of the Woonsocket Rubber Company, Woonsocket, R. I., a company owned by the late Joseph Banigan of the Goodyear's India Rubber Glove Manufacturing Company of Naugatuck, Conn., manufacturers of the famous "Glove" rubbers; in 1898, of the Boston Rubber Shoe Company, a company built up by the late Elisha S. Converse, the largest single company engaged in the manufacture of rubber footwear; and of the Joseph Banigan Rubber Company, a Rhode Island corporation also founded by Joseph Banigan. Thus a combination was formed resulting in avoiding a great deal of harassing litigation between the companies on patent matters, has brought about a scientific and extensive improvement in manufacturing processes and has led to the avoidance of much unnecessary expense in conducting sales.

The policy of the United States Rubber Company has been to maintain strictly the identity of its trade marks and brands, which have a great reputation in the trade. To show the carefulness with which the interests of the company are looked after by the officers, on January 14 of this year a letter enclosing a small pamphlet was sent out to all of its stockholders. The pamphlet showed the principal brands of rubber footwear made by the companies of which the United States Rubber Company is the principal stockholder, together with the trade marks of these brands. This information was given to the stockholders so that when buying rubber footwear for themselves and their families they may be able to buy and to receive the product of the companies in which they are interested and also to influence their friends to use these brands of footwear. Later a similar pamphlet was issued to stockholders showing the brands of Automobile tires manufactured by the company. Thus stockholders are enabled to cooperate to the benefit of their own company and contribute to the value of the securities and property in which they are interested.

The problem of the United States Rubber Company has been to encourage channels for the distribution of its extensive product and in doing so it has largely developed the sale of rubber footwear in Europe, where sales have rapidly increased. Its method of distribution in this country has been largely through jobbers who handle leather goods and rubber clothing, as well as other rubber goods. In this connection the company also maintains a number of its own agencies or branch stores which sell directly to the retailers, thus bringing the parent company in close touch with the trade.

Many of the principal companies engaged in the manufacture of mechanical rubber goods and of rubber tires combined in 1899 in forming the Rubber

Goods Manufacturing Company, a New Jersey corporation, on lines similar to those of the United States Rubber Company. This new organization acquired the following companies, all well known in their special line of business: Peerless Rubber Manufacturing Company, New Durham, N. J.; Mechanical Rubber Company, New York; Chicago Rubber Works, Chicago; Cleveland Rubber Company, Cleveland, Ohio; New York Belting